

# FEMA Qualification System (FQS) Evaluator's Guide



**FEMA**

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## Introduction

This guide serves as a resource tool to be used in the evaluation of an employee under the FEMA Qualification System (FQS) while he/she is deployed as a trainee or candidate in an incident management position. It is not intended for use in the evaluation of an employee's annual performance appraisal conducted under FEMA's Employee Performance System.

The evaluator may use the behavioral performance indicators listed in the guide when determining if an employee has satisfactorily performed each of the tasks listed in a position task book (PTB). All behavioral indicators do not have to be met and they are not all inclusive of the kinds of performance indicators that are possible in order to exhibit satisfactory performance for a given task. They are intended to provide a consistent framework from which the evaluator may use that reflect examples of the "spirit and intent" of satisfactory performance for each task.

Some competencies reflect differences of performance indicators for specific levels of positions such as Section Chiefs and Branch Directors while others apply to every position that requires that competency.

## What Is the Difference Between General and Technical Competencies?

General competencies are knowledge, skills, abilities, and on-the-job behaviors or other characteristics that can be applied across different jobs and organizations. General competencies are typically needed to achieve individual and group performance results across almost every program. An example of a general competency is "Relationship Building" which is defined as "Builds and maintains a wide variety of positive relationships, both formal and informal to meet the needs of external and internal customers."

Technical competencies are specific to an occupation or profession. They may or may not require ongoing learning to stay current in one's job. An example of a technical competency for an attorney is "Knowledge of Employment Law" which may be defined as "Demonstrates knowledge of employment law by accurately applying legal guidelines when hiring employees."

## Evaluating Tasks

It is important that all tasks listed in the PTB be critically evaluated and recorded by each evaluator. The competencies listed in this guide are assigned a number followed by their performance indicators.

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Once the trainee or candidate has been properly advised that he or she will be formally evaluated for a task, and the evaluator has sufficiently observed the task, the evaluator should:

- Locate the numbered competency (e.g., C1, T1) found in this guide that matches the numbered competency listed in the PTB that is associated with the tasks that are being evaluated.
- Determine if the performance for the task was satisfactory using, as a resource, the bullet indicators listed in the PTB under each task and any of the behavioral indicators provided in this guide. If the performance was satisfactory, the evaluator should initial each task; or
- If the performance was unsatisfactory, the evaluator should advise the trainee or candidate that their performance was not satisfactory and provide constructive feedback. The evaluator should provide the trainee or candidate with ideas for improvement to help the trainee or candidate exhibit satisfactory performance when doing the task again.
- Record deficiencies, if any, on the Evaluation Record located in the PTB.

### General Competencies

#### C1. Adhere to Security Procedures

*Definition: Adheres to safeguards needed to protect personnel and property from loss and damage. Adheres to security laws, standards, and practices.*

- Maintains awareness of surroundings to ensure security measures are enforced
- Displays appropriate Identification Badge
- Protects Privacy Act information
- Practices good operations security (OPSEC)
- Maintains chain of custody on all records and documents
- Disposes of sensitive data as required

#### C2. Analysis/Reasoning

*Definition: Examines data to understand issues, make conclusions, and solve problems.*

- Identifies key facts in a range of data. Notices when data appears wrong or incomplete or needs verification. Distinguishes information that is not pertinent to a decision or solution.
- Sorts and groups data and applies causal relationships. Sees underlying principles, patterns, or themes in an array of related information.
- Synthesizes a response based upon their interpretation, analysis and evaluation.

#### C3. Attention to Detail

*Definition: Diligently attends to details and pursues quality in accomplishing tasks.*

- Checks work to ensure accuracy and completeness.
- Remains aware and takes care of details that are easy to overlook or dismiss as insignificant.
- Performs tasks with care; is thorough. Makes few, if any errors.
- Ensures relevant exchange of appropriate information.
- Compares observations to what is expected to find inconsistencies.

#### C4. Communication – Verbal

*Definition: Expresses information to individuals or groups effectively, taking into account the audience and nature of the information; makes clear and convincing oral presentations, listens to others, attends to nonverbal clues, and responds appropriately.*

*Examples listed below are applicable to:  
Section Chiefs, Branch Directors,  
Group Supervisors, and Officers*

- Effectively engages in public speaking where the audience may be external, to include interaction with media and public briefings.
  - Is proficient in conducting briefings.
  - Is an effective facilitator.
  - Is effectively persuasive.
  - Speaks on behalf of senior leadership.
  - Is proficient in verbal communications.
  - Explains decisions, conclusions, findings, or recommendations to an appropriate person or group.
  - Is clear and articulate when speaking with an individual or before a group; avoids slang and offensive language.
  - Presents information clearly, concisely, and logically. Focuses on key points.
  - Checks for understanding of the communication by asking open-ended questions that draw out the listener's understanding.
  - Thinks through what is to be communicated and organizes thoughts and ideas effectively.
  - Demonstrates effective listening by providing feedback to the speaker in such a way that it is clear that the message was understood.

*Examples listed below are applicable to:  
Task Force Leaders, Unit Leaders, Crew Leaders,  
Managers, Advisors, and Specialists*

- Effectively exchanges information in an individual or group setting where the audience is primarily internal.
  - Is proficient in verbal communications.
  - Explains decisions, conclusions, findings, or recommendations to an appropriate person or group.
  - Is clear and articulate when speaking with an individual or before a group; avoids slang and offensive language.
  - Presents information clearly, concisely, and logically. Focuses on key points.
  - Checks for understanding of the communication by asking open-ended questions that draw out the listener's understanding.
  - Thinks through what is to be communicated and organizes thoughts and ideas effectively.
  - Demonstrates effective listening by providing feedback to the speaker in such a way that it is clear that the message was understood.

### C5. Communication – Written

*Definition: Expresses facts and ideas in writing in a clear, convincing, and organized manner, produces written information, which may include technical material that is appropriate for the intended audience.*

*Examples listed below are applicable to:  
Section Chiefs, Branch Directors,  
Group Supervisors, and Officers*

- Prepares correspondence using plain English.
  - Uses language that is clear and concise in stand-alone correspondence.
  - Ensures content is audience appropriate.
  - Prepares sophisticated, complex, fully executable, functional correspondence.
  - Displays writing reflecting and communicating clear and compelling thought processes using a written vocabulary that is appropriate to the audience and that enhances clarity and conveys professionalism.
  - Chooses the most effective and meaningful form to express ideas and information. Uses bullet points, tables, or other tools to organize and present detailed or complex information.
  - Adapts the content, tone, style, and form to suit the needs of the reader, the subject, and the purpose of the communication. Uses plain talk to explain complex or technical concepts.
  - Uses persuasive writing techniques.

*Examples listed below are applicable to:  
Task Force Leaders, Unit Leaders, Crew Leaders,  
Managers, Advisors and Specialists*

- Prepares correspondence (i.e., reports, plans, memos, etc.) using plain English.
- Uses clear and concise stand-alone correspondence for Level III incidents.
- Contributes to correspondence components for Level II and Level I incidents.

### C6. Customer Focus

*Definition: Commits to meeting the expectations and requirements of internal and external stakeholders and acts with stakeholders in mind.*

- Delivers products and services when and where the customer needs them.
- Provides status reports and progress updates to customers. Seeks customer feedback and ensures needs have been fully met.
- Seeks ways to improve service delivery.
- Recognizes adverse customer reactions and develops better alternatives.

- Commits to meeting the expectations and requirements of internal and external stakeholders.

### C7. Decision Making & Judgment

*Definition: Makes timely, informed decisions that take into account the facts, objectives, constraints, and risks.*

- Gathers data and input when making decisions. Considers lessons learned from experience, differing needs, and the impact of the decision on others.
- Balances analysis, wisdom, experience, and perspective when making decisions in a timely manner.
- Finds solutions that are acceptable to diverse groups with conflicting interests and needs.
- Learns from the consequences of decisions.
- Takes appropriate action to resolve issues based on facts, objectives, constraints, and/or risks.
- Makes right decisions at the right time for the right reasons.
- Balances decisions based on organization needs versus individual needs.
- Explains the rationale for a decision, to include information contained in briefings/debriefings and the Incident Action Plan (IAP).

### C8. Dependability

*Definition: Takes personal responsibility for work; looks at an individual's ability to be seen as reliable, steady, responsible and committed and can be relied upon to be punctual and to follow through with assignments.*

- Arrives prepared for work, including having the following:
  - Travel Card
  - FEMA Badge/credentials
  - Personal items (medicines, appropriate clothing, etc.)
- Follows proper check-in/check-out procedures upon arrival and departure.
- Is conscientious, thorough, accurate, and reliable when performing and completing job tasks.
- Shows commitment/dedication and accountability in one's work, and follows through on all projects, objectives, and various aspects of the work.
- Completes assigned tasks on time and with minimal supervision.
- Fulfills all commitments made to peers, co-workers, and supervisor.
- Completes work in a timely, consistent manner; works hours necessary to complete assigned work; is personally responsible.
- Keeps commitments – committed to doing the best job possible.

### C9. Ethics & Integrity

*Definition: Earns others' trust and respect through honesty and professionalism in all interactions.*

- Respects and maintains confidentiality.
- Keeps promises and commitments made to others. Does the right thing, even when it is difficult.
- Does not yield to pressure to show bias or manipulation of others.
- Avoids situations and actions considered inappropriate or which present a conflict of interest.
- Does not misrepresent self or use position or authority for personal gain.
- Is a good steward of public funds.

### C10. Implementing Workplace Safety

*Definition: Recognizes potentially hazardous situations and takes corrective procedures/actions to monitor and control risks. Adheres to workplace safety laws, standards, and practices to ensure the safety and welfare of assigned personnel.*

- Performs work in a safe manner at all times.
- Identifies and reports workplace hazards and risks promptly through maintenance of close contact with day-to-day operations in the workplace.
- Takes immediate corrective action when a potential or actual hazard is observed.
- Reports any hazardous situation.
- Adheres to all workplace and trade safety laws, regulations, standards, and practices.
- Checks for and reports potential hazards or breaches of plan(s) while in the workplace or in the field.
- Encourages and supports others to be safe while at work.
- Avoids shortcuts that increase health and safety risks to self or others.
- Maintains emergency supplies and/or personal protective gear.

### C11. Incident Action Planning

*Definition: Incident Action Planning is the process used in the Incident Command System (ICS) and FEMA to ensure that everyone engaged in response and recovery operations is working together toward common objectives. It includes the development of incident objectives and the identification of operational resources and work assignments and supporting documents that provide direction and information for management of the incident.*

*Examples listed below are applicable to:  
Section Chiefs*

- Ensure completion of applicable parts of the Incident Action Plan (IAP).

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- Understands and appropriately applies regulations, policies, procedures, and operational requirements relative to the IAP process.
- Identifies, coordinates, collects, and organizes data for analysis and decision-making, and execution of tactical information related to the incident.
- Identifies critical shortfalls that may impact the ability to complete incident objectives.
- Develops clear, concise, and comprehensive work assignments and identifies resources.
- Makes adjustments in response to new information, changing conditions, or unexpected obstacles and keeps personnel informed of changes.

*Examples listed below are applicable to:  
Branch Directors, Group Supervisors,  
Managers, Officers, and Advisors*

- Provides Section Chiefs with pertinent information for responsible parts of the IAP.
- Understands and appropriately applies regulations, policies, procedures, and operational requirements relative to the incident action planning process.
  - Identifies, coordinates, collects, and organizes data for analysis, decision-making, and execution of tactical information related to the incident.
  - Identifies critical shortfalls that may impact the ability to complete incident objectives.
  - Develops clear, concise, and comprehensive work assignments and identifies resources.
  - Makes adjustment in response to new information, changing conditions, or unexpected obstacles and keeps personnel informed of changes.

*Examples listed below are applicable to:  
Task Force Leaders, Unit Leaders, and Crew Leaders*

- Ensures completion of work assignments.
- Understands and appropriately applies regulations, policies, procedures, and operational requirements relative to the incident action planning process.

*Examples listed below are applicable to:  
Specialists*

- Gathers information to create reports appropriate to each planning period.
- Understands and appropriately applies regulations, policies, procedures, and operational requirements relative to the incident action planning process.

### C12. Incident Command System (ICS) Concepts

*Definition: Understand, use, and comply with ICS concepts and principles. ICS is a standardized on-scene incident management concept designed specifically to allow responders to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in domestic incident management activities. It is used by all levels of government—Federal, State, local, and tribal—as well as by many private-sector and nongovernmental organizations.*

- Understands and applies ICS management principles appropriately.
  - Uses unity of command, span of control, common terminology, etc.
  - Maintains appropriate span of control and expands/contracts the structure as complexity of incident requires.
  - Understands that staffing considerations are based on the needs of the incident. The number of personnel and the organization structure are dependent on the size and complexity of the incident.

### C13. Information Management

*Definition: Manages incident information systems to collect and share information and facilitate reporting requirements; knows where or how to gather information.*

- Gathers and compiles data using various data collection techniques.
- Uses computer applications to gather and communicate information in the appropriate format.
- Makes effective use of information technology to achieve results.
- Leverages existing systems to improve customer processes.

### C14. Interpersonal Skills

*Definition: Interpersonal skills refers to the skills applied during social communications and interaction with others to reach certain effects or results. It refers to a person's ability to relate to others and build constructive and effective relationships. Uses diplomacy and tact to diffuse tense situations; immediately puts others at ease and disarms hostility.*

***Examples listed below are applicable to:  
Section Chiefs, Branch Directors, and Officers***

- Establishes and maintains positive interpersonal and intra/inter-agency working relationships.
- Keeps Command and General Staff informed of changing situations.
- Provides or shares current information as required for reports in a timely manner.

- Maintains open lines of communication with others; establishes a high degree of trust and credibility with others.
- Demonstrates sensitivity and respect for the opinions, perspectives, customs, and individual differences of others; values diversity of people and ideas.
- Recognizes and accurately interprets the verbal and nonverbal behavior of others; shows insight into the actions and motives of others, and recognizes when relationships with others are strained.
- Willing and able to view things from another's perspective, reflect an understanding of another's concerns, and demonstrate listening and other skills, allowing others to be and to feel heard.
- Enables cooperative and productive group interactions, to act as a peacemaker when required.

*Examples listed below are applicable to:  
Group Supervisors, Task Force Leaders,  
Unit Leaders, Crew Leaders, Managers,  
Advisors, and Specialists*

- Maintains open lines of communication with others; establishes a high degree of trust and credibility with others.
- Demonstrates sensitivity and respect for the opinions, perspectives, customs, and individual differences of others; values diversity of people and ideas.
- Recognizes and accurately interprets the verbal and nonverbal behavior of others; shows insight into the actions and motives of others, and recognizes when relationships with others are strained.
- Willing and able to view things from another's perspective, reflect an understanding of another's concerns, and demonstrate listening and other skills, allowing others to be and to feel heard.
- Enables cooperative and productive group interactions, to act as a peacemaker when required.
- Proactively shares information.

### **C15. Knowledge of Program & Technical Protocols**

*Definition: An employee's knowledge and expertise in a specific program and/or technical area.*

- Refer to the behavioral indicators identified in the specific position task book.

### C16. Leadership

*Definition: Inspires, motivates, and guides others toward accomplishing objectives; adapts leadership styles to a variety of situations; models high standards of honesty, integrity, trust, openness, and respect for others by applying these values to daily behaviors.*

*Examples listed below are applicable to:  
Section Chiefs, Branch Directors, and Officers*

- Provides a clear direction that guides operations.
- Shares organizational vision with staff.
- Ensures that all tasks are successfully completed and support incident objectives.
- Shares the core values of the organization.
- Ensures continuity of operations during transfer of duties to a replacement.
- Works collaboratively with team members and others to achieve results in a supportive environment.
- Encourages cooperation and builds rapport among fellow team members.
- Blends people into teams when needed; creates strong morale and spirit within the team; motivates staff.
- Looks after the well-being of subordinates; puts others ahead of themselves.
- Shares in success; creates a strong feeling of belonging and cohesion.
- Promotes organizational mission and objectives.
- Manages staff in ways that improve their ability to succeed on the job.
- Sets clear, measurable and attainable expectations that are aligned with the objectives of the organization.

*Examples listed below are applicable to:  
Group Supervisors, Task Force Leaders,  
Unit Leaders, Crew Leaders,  
Managers, and Advisors*

- Ensures continuity of operations during transfer of duties to a replacement.
- Looks after the well-being of subordinates; puts others ahead of themselves.
- Works collaboratively with team members and others to achieve results in a supportive environment.
- Encourages cooperation and builds rapport among fellow team members.
- Blends people into teams when needed; creates strong morale and spirit within the team; motivates staff.
- Shares in success; creates a strong feeling of belonging and cohesion.
- Promotes organizational mission and objectives.
- Manages staff in ways that improve their ability to succeed on the job.
- Sets clear, measurable, and attainable expectations that are aligned with the objectives of the organization.

*Examples listed below are applicable to:  
Specialists*

- Participates in the implementation of plans in accordance with all applicable regulations (local, State, and Federal), standards, and guidelines.
- Provides clear protocol and program guidance for implementation.
- Possesses good character traits such as honesty, competence, candor, and commitment when leading the implementation of plans and procedures.
- Shares in success; creates a strong feeling of belonging and cohesion.
- Promotes organizational mission and objectives.
- Sets clear, measurable, and attainable expectations that are aligned with the objectives of the organization.

### **C17. Manage Development of Plans**

*Definition: Responsible for the development of operational support plans (i.e., demobilization plans, COOP, contingency plans, etc.) as required.*

*Examples listed below are applicable to:  
Section Chiefs, Branch Directors, Group Supervisors,  
Task Force Leaders, Unit Leaders, Crew Leaders  
Officers, Managers, and Advisors*

- Ensures development and execution of plans.
- Ensures appropriate staff participates in planning processes.
  - Establish planning task force(s) as necessary.
- Assists other organizational elements with plans as requested.
  - Ensures that accurate technical planning advice is provided to other elements.

*Examples listed below are applicable to:  
Specialists*

- Participates in the development of plans.
  - Uses appropriate planning methodology and template(s) to create a plan.
  - Prepare plans using clear, concise, and plain English.
  - Plans reflect and communicate clear mission, goals, and objectives.
- Assists other organizational elements with plans as requested.
  - Provides accurate technical planning advice to other elements.

### C18. Manage & Organize Information

*Definition: Gathers, organizes, and/or maintains information and determines its importance and accuracy. Takes into account competing priorities, resources, time demands, and available talent, when appropriate, to produce a plan that is realistic and achievable.*

- Organizes work in a manner that is both efficient and meaningful.
  - Develops processes to organize workflow to ensure quality, precision, and timeliness of outputs.
- Establishes roles and responsibilities. Plans, organizes, and prioritizes work so that organization objectives are clear, measurable, and attainable.
- Structures work flow and staff roles to optimize service and ensure completion of task(s).
- Identifies a need; gathers, organizes, and maintains information; and determines its importance and accuracy.
- Manages time effectively to accomplish what needs to get done.
- Knows where and how to access the right data for the assignment. Pursues leads for additional sources of information, as necessary.
- Monitors the identification, collection, and organization of data for operational support plans and ensures timely completion.

### C19. Manage Resources

*Definition: Assesses current resource needs based on organizational needs and identifies additional resources, as needed; plans, coordinates, and monitors work assignments of others; ensures appropriate services, equipment, and/or supplies are readily available.*

- Determines appropriateness of organizational structure and required resources in accordance with the IAP.
- Ensures functional organizations and resources are accurately reflected in the IAP.
- Plans, distributes, and monitors work assignments, keeping personnel informed of changes.
- Holds personnel accountable for execution of work assignments.
  - Gathers and analyzes information to validate a subordinate's report of accomplishments.
  - Ensures that work completed is consistent with direction, policy, and incident objectives.
- Delegates authority based on job responsibilities.
- Is able to quickly re-allocate resources and reset priorities in response to unexpected events.
- Develops plans into clearly defined objectives that take account of changing circumstances.
- Ensures that resources are appropriately selected, utilized, developed, and released.

- Identifies gaps in performance capability and takes action to correct (i.e., provide training and/or mentoring, request resources with specific skill sets, redistribute work to accommodate capabilities, etc.).
- Resolves issues and conflicts between team members in accordance with policies and procedures.
- Works with Finance/Admin Section to ensure employees receive critical administrative information.
- Ensures staff members adhere to internal Joint Field Office processes and procedures (i.e., time and attendance, work schedules, check-in/out, etc.).
- Coordinates assignments of staff to fulfill FQS requirements with Reservist Program Managers.

### **C20. Planning & Organizing**

*Definition: Coordinates ideas and resources to accomplish objectives, to include remedial action issues.*

- Obtains input about critical actions, timelines, sequencing, scope, expected outcomes, and priorities. Recognizes potential challenges and opportunities, and adjusts actions accordingly.
- Identifies the sequence of tasks needed to achieve objectives and prioritizes key action steps.
- Creates realistic schedules and evaluates progress.
- Submits current, accurate, and complete close-out records.
- Submits item(s) for Remedial Action Management Program.

### **C21. Researching Information**

*Definition: Identifies, collects, and organizes data for analysis and decision-making.*

- Knows where and how to access the right data for the assignment. Pursues leads for additional sources of information.
- Knows when more information is needed and when enough has been collected to reach a conclusion.
- Screens for irrelevant, inaccurate, and vague information. Inquires into details and rejects or corrects suspect data.
- Clearly documents sources.

### C22. Teamwork

*Definition: Promotes collaboration and commitment to accomplish a mission.*

- Assists other organizational elements when requested or directed; works as a team to produce desired results.
- Encourages unity through information sharing and working together to solve problems.
- Removes barriers to productivity.
- Ensures joint ownership of a mission.
- Ensures members have a thorough understanding of their roles and responsibilities.
- Promotes cohesiveness, clarity of communications, and efforts to include others.

### Technical Competencies

#### Air Operations

##### **T1. Knowledge of Federal/State/Local Aviation Regulations, Laws, and Guidelines**

*Definition: Has an understanding of and the ability to appropriately apply aviation-related regulations, laws, and guidelines as they relate to air operations.*

- Demonstrates understanding of and appropriately applies aviation-related regulations, policies, procedures, and operational requirements relative to air operations.
- Identifies and reports hazards and risks to air operations and takes immediate corrective action when a potential or actual hazard is observed.
- Facilitates development and maintenance of temporary flight restrictions.
- Coordinates with supporting agencies to identify critical aircrew and/or airframe shortfalls that may impact the ability to complete incident objectives.
- Ensures development and execution of air operations plans.
- Coordinates with and ensures all supporting agencies fully participate in air operations planning processes.
- Possesses knowledge of Federal agencies and the aviation-related assets each possesses that could potentially be mission assigned to support mission objectives.

##### **T2. Knowledge of Airport Operations and Management Guidelines**

*Definition: Has an understanding of airport ground operations in order to analyze tactical information related to an incident.*

- Identifies, coordinates, collects, and organizes airport data for analysis, decision-making, and execution of tactical information related to the incident.
- Determines capability of airport infrastructure and available resources to meet mission objectives.
- Makes adjustments in response to new information, changing conditions and requirements, or unexpected obstacles and keeps personnel informed of changes.

#### Comptroller

##### **T1. Management & Communication**

*Definition: The planning, directing, monitoring, organizing, and controlling of the administrative and monetary resources for disaster operations both internal and external to the Section to ensure adherence to applicable laws and regulations.*

*Examples listed below are applicable to:*  
**Finance & Administration Section Chief, Type 3**

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- Exhibits a subject-matter knowledge of FEMA Disaster Field Office management processes including but not limited to:
  - JFO Standard Operating Procedures
  - Federal Appropriations Law
  - The Stafford Act
  - FEMA and Federal Travel Regulation
  - Federal Acquisition Regulation
- Effectively articulates and defends FEMA financial and management policies exercising tact, judgment, and resourcefulness and ingenuity to ensure correct consideration of financial policy in all resulting decisions.
- Provides financial advice to senior managers in a disaster office with respect to economic utility, conformance with established standard practices, conformance with established policy, regulation, and law, and financial alternatives.
- Assesses the needs and satisfaction of stakeholders and customers and makes recommendations to implement improvements that enhance the delivery of services and achievement of desired outcomes.
- Prepares clear and concise briefings or written memoranda related to the correct application of policy and special conditions that may exist from time to time in disaster offices.
- Demonstrates subject-matter knowledge of standard operating procedures for the funding of disaster operations in typical Type III events.
- Demonstrates ability to manage staff of 5 to 10 people.

*Examples listed below are applicable to:*  
**Finance & Administration Section Chief, Type 2**

- Exhibits subject-matter expertise of FEMA Disaster Field Office management processes including but not limited to:
  - JFO Standard Operating Procedures
  - Federal Appropriations Law
  - The Stafford Act
  - FEMA and Federal Travel Regulation
  - Federal Acquisition Regulation
- Exhibits subject-matter knowledge of response operations processes in field offices and Regional Response Coordination Centers.
- Demonstrates subject-matter expertise on FEMA financial and management policies and ensures correct consideration of financial policy in all resulting decisions in assigned field offices.
- Provides financial advice to senior managers in a disaster office and coordinates effectively with financial management outside the field office for non-standard or material transactions.

- Actively participates in processes to implement improvements that enhance the delivery of services and achievement of desired outcomes both internal and external to the assigned field offices.
- Prepares clear and concise briefings, written memoranda, and formal presentations related to the correct application of policy and special conditions that may exist from time to time in disaster offices.
- Demonstrates subject-matter knowledge of standard operating procedures for the funding of disaster operations in typical Type II events.
- Provides and supervises effective training of other personnel.
- Demonstrates ability to manage staff of 10 to 25 people.

*Examples listed below are applicable to:*  
**Finance & Administration Section Chief, Type 1**

- Exhibits subject-matter expertise of FEMA Disaster Field Office management processes.
- Exhibits subject-matter expertise of response operations processes in field offices and Regional Response Coordination Centers.
- Demonstrates subject-matter expertise on FEMA financial and management policies and ensures correct consideration of financial policy in all resulting decisions in assigned field offices.
- Provides financial advice to senior managers in a disaster office and manages effective coordination of non-standard or material transactions both internal and external to the field office.
- Leads processes to implement improvements in the delivery of services and achievement of desired outcomes both internal and external to the assigned field offices.
- Prepares clear and concise briefings, written memoranda, and formal presentations related to the correct application of policy and special conditions that may exist from time to time in disaster offices.
- Demonstrates subject-matter knowledge of standard operating procedures for the funding of disaster operations in typical Type I events.
- Demonstrates the ability to mentor and develop personnel and to instruct in a formal classroom setting.
- Demonstrates ability to manage staff in excess of 25 people.

### **T2. Establish and Maintain Internal Controls**

*Definition: Prescribe and execute procedures for budget execution and internal control.*

*Examples listed below are applicable to:*

*ALL*

**Finance & Administration Section Chief Typed Levels**

- Directs action and coordination with other functions to establish and maintain internal controls of the financial processes at a Disaster Field Office.

- Organizes financial information pertinent to the disaster that ensures quality, precision, and timeliness of outputs.
- Administers and monitors expenditures to ensure cost-effective support of the disaster.
- Understands, applies, and manages technical aspects of the position and all subordinate functions.
- Ensures that all subordinate functions maintain effective procedures for and execution of internal controls.
- Develops plans for the role of the finance, business, and administrative functions during disaster recovery operations.
- Assists other organizational elements when requested or directed and works as a team to produce desired results.
- Creates reports that project total life cycle expenditures for a disaster declaration.
- Ensures the proper execution of the financial processes to fund activities for a disaster declaration in the Agency's management and accounting systems.

### Disaster Field Training Operations (DFTO)

#### T1. Instructional Skills

*Definition: Deliver training activities per EMI guidance based on adequate preparation, effective teaching methods, and strategies to engage the participants in the learning process.*

- Promotes collaborative learning by using a variety of teaching methods to address different learning styles in order to foster a community of learners.
- Explains concepts clearly.
- Asks effective questions to promote learning.
- Guides student activities to promote learning.

#### T2. Evaluation Skills

*Definition: Continuously monitors and evaluates student learning using effective questioning techniques, constructive feedback, and performance-based exercises and knowledge-based tests.*

- Asks clear, concise questions that are most effective at encouraging students to interact with one another and with the instructor to demonstrate transfer of learning.
- Provides students with constructive feedback telling them what they did well and identifying areas for improvement.
- Facilitates performance-based activities to demonstrate that the student understands the subject material.
- Evaluates and assesses instruction using a variety of learning assessment methods.

### Financial Management

#### T1. Management & Communication

*Definition: The planning, directing, monitoring, organizing, and controlling of the Cost Unit to ensure efficient and effective operations.*

*Examples listed below are applicable to:*  
Cost Unit Leader

- Exhibits a subject-matter expertise of FEMA Disaster Field Office management processes including but not limited to:
  - JFO Financial and Travel Processes
  - Federal Appropriations Law
  - FEMA and Federal Travel Regulation
- Effectively articulates and defends FEMA financial and travel policies exercising tact and judgment to ensure correct consideration of in all resulting decisions.
- Provides financial advice to personnel and managers in a disaster office with respect to economic utility, conformance with established standard practices, and conformance with established policy or regulation.
- Assesses the needs and satisfaction of stakeholders and customers and makes recommendations to implement improvements that enhance the delivery of services and achievement of desired outcomes.
- Prepares clear and concise direction to assigned staff.
- Demonstrates subject-matter expertise of standard operating procedures for the funding of disaster operations in typical Type III events.
- Demonstrates ability to manage staff of up to 10 people.

*Examples listed below are applicable to:*  
Funds Control Manager

- Exhibits a subject-matter expertise of FEMA Disaster Field Office management processes including but not limited to:
  - JFO Financial Processes
  - Federal Appropriations Law
- Effectively articulates and defends FEMA financial policies, exercising tact and judgment to ensure correct consideration of financial policy in all resulting decisions.
- Provides assistance to personnel and managers in a disaster office with respect to determining economic utility, conformance with established standard practices, and conformance with established policy or regulation.
- Assesses the needs and satisfaction of stakeholders and customers and directs the delivery of services.

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- Provides clear and concise direction to assigned staff.
- Demonstrates subject-matter expertise of FEMA financial policy.
- Demonstrates ability to manage staff of up to five people.

*Examples listed below are applicable to:*

### **Travel Manager**

- Exhibits a subject-matter expertise of FEMA Disaster Field Office management processes including but not limited to:
  - JFO Travel Processes
  - FEMA and Federal Travel Policy
- Effectively articulates and defends FEMA travel policies, exercising tact and judgment to ensure correct consideration of travel policy in all resulting decisions.
- Provides assistance to personnel and managers in a disaster office with respect to determining correct application of FEMA travel rules and regulations.
- Assesses the needs and satisfaction of stakeholders and customers and directs the delivery of services.
- Provides clear and concise direction to assigned staff.
- Demonstrates subject-matter expertise of FEMA and Federal Travel Policy.
- Demonstrates ability to manage staff of up to five people.

*Examples listed below are applicable to:*

### **Funds Control Specialist**

- Exhibits a subject-matter knowledge of FEMA Disaster Field Office management processes including but not limited to:
  - JFO Financial Processes
  - FEMA Financial Policies
- Effectively articulates FEMA financial policies, exercising tact and judgment.
- Provides assistance to personnel in a disaster office with respect to determining economic utility, conformance with established standard practices, and conformance with established policy or regulation.
- Assesses the needs and satisfaction of stakeholders and customers and directs the delivery of services.

*Examples listed below are applicable to:*

### **Travel Specialist**

- Exhibits a subject-matter knowledge of FEMA Disaster Field Office management processes including but not limited to:

- JFO Travel Processes
- FEMA and Federal Travel Policy
  
- Effectively articulates and defends FEMA travel policies, exercising tact and judgment.
- Provides assistance to personnel and managers in a disaster office with respect to determining correct application of FEMA travel rules and regulations.
- Assesses the needs and satisfaction of stakeholders and customers and directs the delivery of services.

### **T2. Establish and Maintain Internal Controls**

*Definition: Prescribe and execute procedures for budget execution and internal control*

*Examples listed below are applicable to:*  
**Unit Leaders, Managers, and Specialists**

- Directs action and coordination within the assigned area of responsibility and in coordination other functions to establish and maintain internal controls of the financial processes at a Disaster Field Office.
- Organizes financial information pertinent to the disaster that ensures quality, precision, and timeliness of outputs.
- Administers and monitors expenditures to ensure cost-effective support of the disaster.
- Understands, applies, and manages technical aspects of the position.
- Ensures that all subordinate functions maintain effective procedures for and execution of internal controls.
- Assists other organizational elements when requested or directed and works as a team to produce desired results.
- Ensures the proper execution of transactions resulting from the assigned duties in the Agency's management and accounting systems.

## **Hazard Mitigation**

### **T1. Advance Mitigation Programs**

*Definition: Applies a range of the concepts, techniques, and principles of effective mitigation actions that reduce and/or eliminate the impact from natural hazards; develops and/or fosters partnerships to provide effective planning and recovery strategies at the State, tribal, and local levels; and ensures the public and other stakeholders receive timely and effective information to mitigate the effects of future natural hazard events.*

*Examples listed below are applicable to:*  
**HM Branch Director, HM Group Supervisor,  
HM Functional Group Supervisor, and HM Task Force Leaders**

- Integrates goals and objectives of HM Strategy into the development and planning of activities for the HM Branch.
- Demonstrates awareness of pre-established Regional/State partnerships and develops plans and branch activities with respect to the relationships.
- Demonstrates awareness of current non-disaster mitigation initiatives within the impacted area or State (e.g., recent map roll-out).
- Maintains awareness of emerging trends in natural hazard risk reduction methods and incorporates concepts into MT Strategy development.
- Leverages impact of event to develop communication plans to educate and inform communities of mitigation techniques to lessen/avoid impact from future hazards.
- Ensures information developed and delivered is appropriate to the event and takes into consideration the most current mitigation message.
- Ensures mitigation initiatives/concepts are fully integrated into the IAP.
- Collaborates with State partners to advise on the development of the HM Strategy.
- Successfully defends, promotes, and advises on complex Mitigation concepts to internal senior staff and State, local, and tribal stakeholders.

*Examples listed below are applicable to:  
HM Expert Specialists*

- Demonstrates awareness of pre-established Regional/State partnerships and develop plans and branch activities with respect to the relationships.
- Demonstrates awareness of current non-disaster mitigation initiatives within the impacted area or State (e.g., recent map roll-out).
- Leverages impact of event to educate and inform communities of mitigation techniques to lessen/avoid impact from future hazards.

*Examples listed below are applicable to:  
HM Expert Specialists*

- Demonstrates subject-matter expertise in advising on and apply the laws, rules, regulations, and policies that impact the delivery of mitigation programs.
- Develops comprehensive justifications to supports mitigation actions or recommendations at the event.
- Develops and delivers information that is appropriate to the event and takes into consideration the most current mitigation message.
- Successfully defends, promotes, and advises on complex Mitigation concepts to local officials and residents.
- Provide subject-matter expertise on complex natural hazard mitigation concepts and programs.

*Examples listed below are applicable to:  
HM Crew Leaders and Specialists*

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- Applies appropriate methodologies to deliver specified Mitigation program.
- Develops and provides disaster specific information on natural hazard risk reduction concepts.
- Provide pertinent advice on mitigation program policies and procedures.
- Maintains awareness of emerging trends in natural hazard risk reduction methods and incorporates concepts into plans and outreach strategies.
- Demonstrates comprehensive knowledge of and maximizes the use of mitigation resources and tools to promote mitigation in the field.
- Successfully promotes relevant mitigation concepts within specified functional area.
- Identifies issues that may have an impact on the delivery of the mitigation programs or adverse effect on the planned activities.

### Legal Affairs

#### T1. Legal Advice

*Definition: Provides solution-oriented, articulate, legally sufficient, and timely advice to clients.*

- Focuses on legally viable solutions and outcomes.
- Is open to ideas of others and provides options, constructive alternatives, and creative solutions to legal problems.
- Supports continuous learning and collaborative environments that foster new ideas, understanding, and better ways to execute FEMA's mission.
- Resolves conflicts and eliminates needless barriers that interfere with the Agency's efforts to achieve its mission.
- Assesses what is valuable from current and past activity in our practice, documents it, and shares with those who need to know.
- Expresses positions and explains law and policy in an organized, well-reasoned, and persuasive manner, both orally and in writing.
- Uses language that is appropriate to the client-partner, without use of undue "legalese" that might confuse or distort the message.
- To the extent operational conditions permit, applies the aphorism "Salt away the facts, the law will keep."
- Aggressively develops the facts before applying the law to arrive at legal conclusions and options.
- When rendering a legal opinion, in any form, cites legal authorities (using the *Bluebook* for all written work) to demonstrate that our opinion substantially satisfies applicable statutory, regulatory, and Federal executive branch requirements so that client-partners and those who may later review our opinions understand our reasoning.
- Is professionally responsible and upholds duties to our clients, courts, and the legal profession.
- Delivers advice and counsel on demand, where and when our client-partners need it, and aggressively anticipate issues and obstacles to mission accomplishment.
- Is proactive, responsive, and accessible to prevent problems.
- Meets the timelines required to support critical or urgent Agency operations, and communicates with our clients to establish appropriately prioritized timelines for routine matters.
- To the extent operations permit, provides colleagues with sufficient time in which to review, consult, and coordinate on complex issues.

## **Information Technology**

### **T1. Knowledge of Information Technology – Processes, Programs, and Technologies**

*Definition: An employee's experience, knowledge, and expertise in relevant voice, data, and communications processes, programs, and technologies.*

- Makes effective use of information technology to achieve results.
- Establishes and maintains voice and data communications at disaster field sites.
- Provides coordination and technical services in the establishment of field operations and/or offices.